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DESIGNING A PUBLIC PARTICIPATION PROGRAM

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By the time you select techniques you should know

- The target stakeholders
- What has to be accomplished with them at each step
- What you'll be doing with the information you learn from them

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DEVELOPING PUBLIC INVOVLEMENT (PI) PLANS

Three stages:

- **PI Plan Appraisal**
- **PI Plan Design**
- **PI Plan Implementation**

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PI PLAN APPRAISAL

Identify the appraisal team

↓

Clarify the decision being made

↓

Identify decision constraints and schedule

↓

Identify issues and stakeholders

↓

Assess potential level of controversy

↓

Identify “decision-maker”

↓

Determine what level of participation is needed to resolve the issues

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WHO NEEDS TO BE INVOLVED IN THE PI PLAN APPRAISAL

- People/organizational units impacted by the decision or by open discussion of the topic.
- People/organizational units called on to assist with the public participation effort.
- People with special expertise needed, e.g. writers, graphics.
- People whose participation is needed for credibility.

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CLARIFYING THE DECISION BEING MADE

for examples

What method is appropriate for isolating people from flooding?

What kind of structure should be built?

Where should the structure be located?

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DECISION CONSTRAINTS AND SPECIAL CIRCUMSTANCES

- Management pre-commitment to an outcome
- Schedule or resource constraints
- Constraints on release of information
- Opposition to public participation from within the Corps

SPECIAL CIRCUMSTANCES	YES	NO	IMPACT ON PROGRAM
Cultural/ethnic sensitivities (e.g. most impacted people are from a single cultural/ethnic minority).			
National interest (e.g. most interested stakeholders are in Washington D.C., not near the site)			
Distance (interested stakeholders are scattered over a large area geographically)			
Issue connected politically to other issues - difficult to keep this issue distinct			
Level of interest - outrage versus apathy			
Political sensitivities - key political figures have positions or reputations to defend related to this issues			

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IDENTIFY ISSUES AND STAKEHOLDERS

Issues	Internal Stakeholders	External Stakeholders

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WHO IS A "STAKEHOLDER?"

- **Stakeholders are:**
  - **People or groups who see themselves as having rights and interests at stake – those affected**
  - **Indirectly and directly affected groups**
  - **Those who can affect**
  - **Clients are stakeholders, but not all stakeholders are clients**

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IDENTIFYING THE STAKEHOLDERS

- Who might be affected?
- Who is responsible for what is intended?
- Who are representatives of the likely affected?
- Who will be actively against?
- Who can contribute resources?
- Who are the voiceless?
- Whose behavior will have to change?

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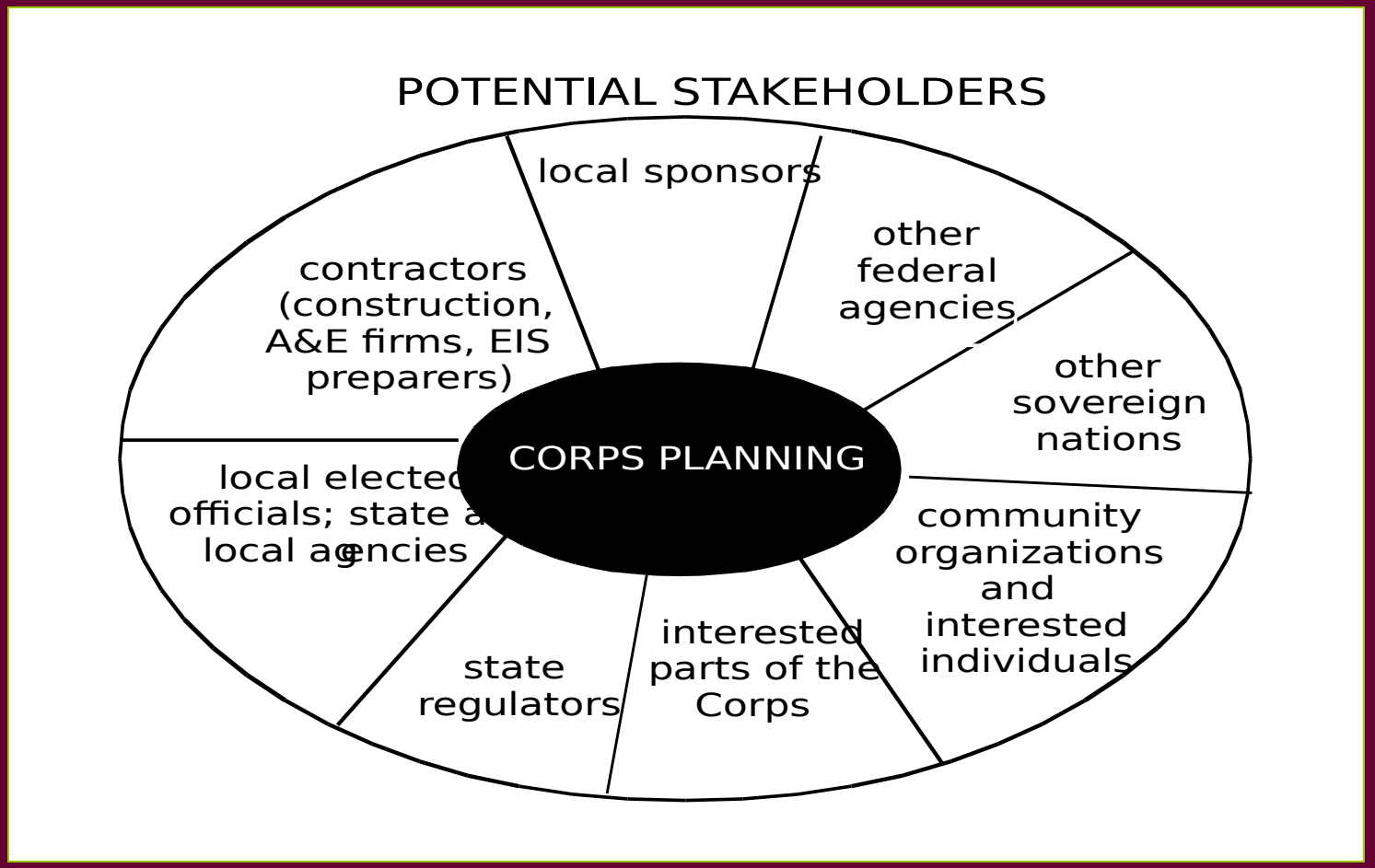
WHO ARE THE STAKEHOLDERS?



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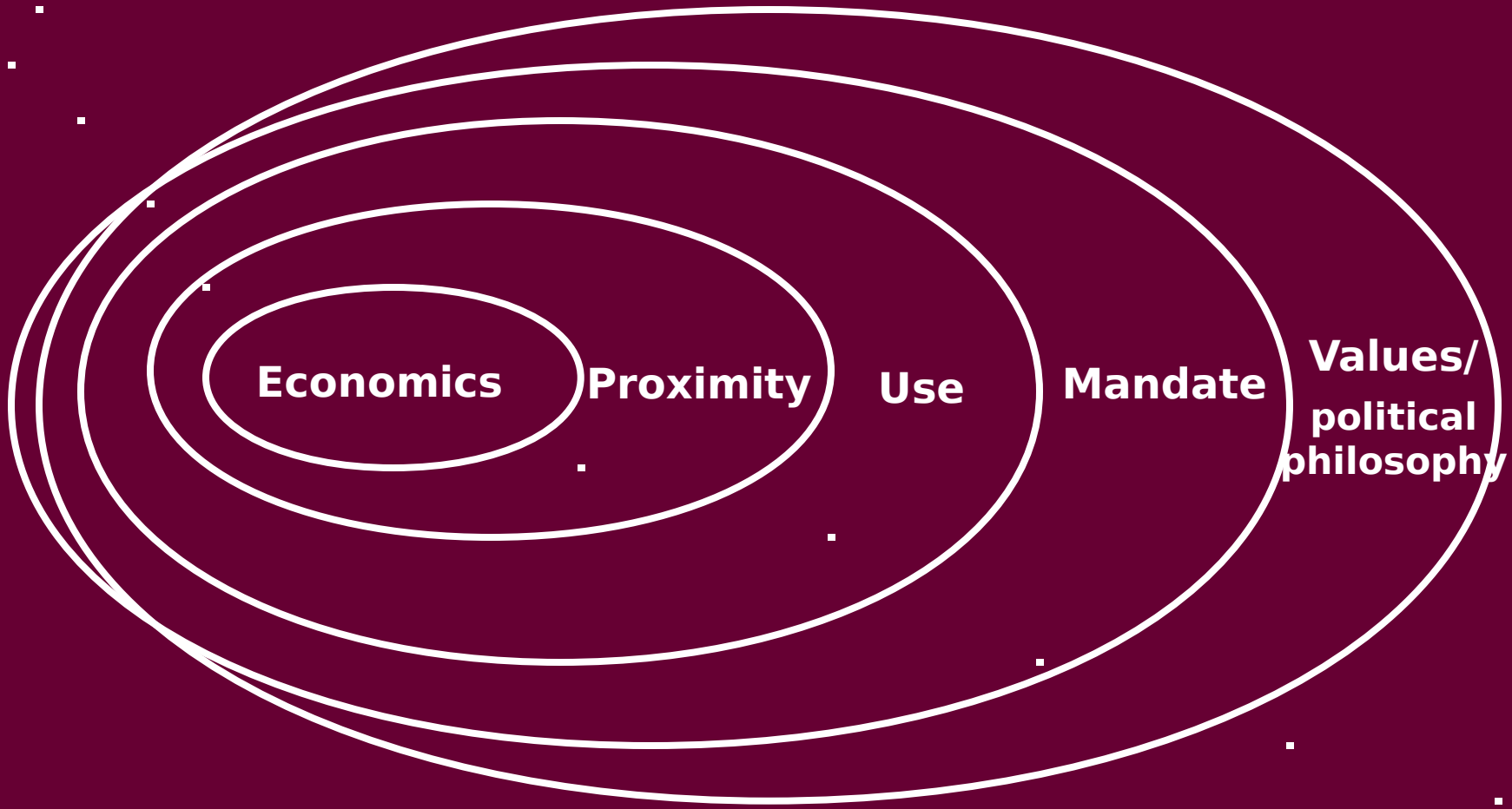
STAKEHOLDERS - BY TYPE OF IMPACT



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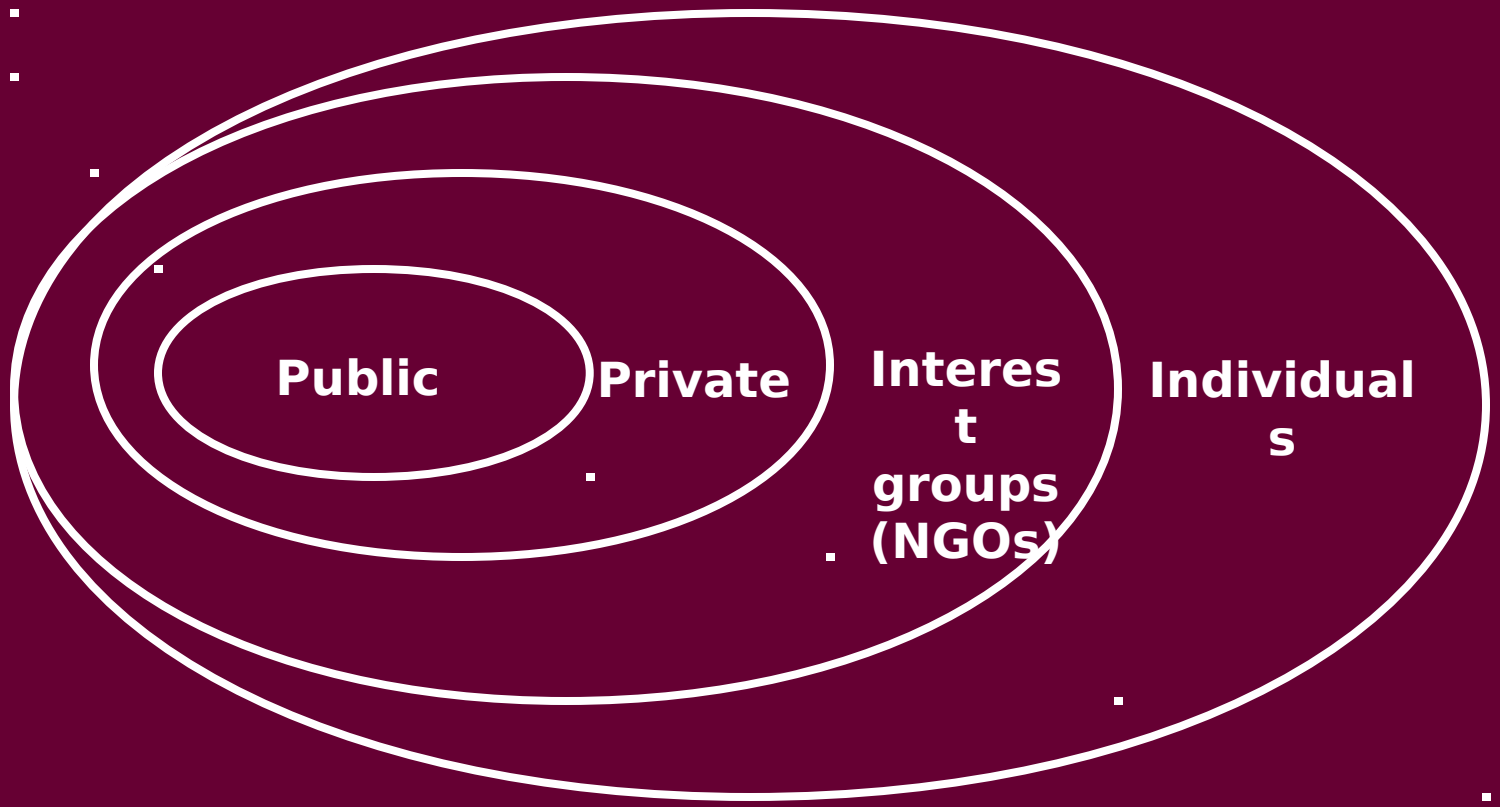
STAKEHOLDERS - BY SECTOR



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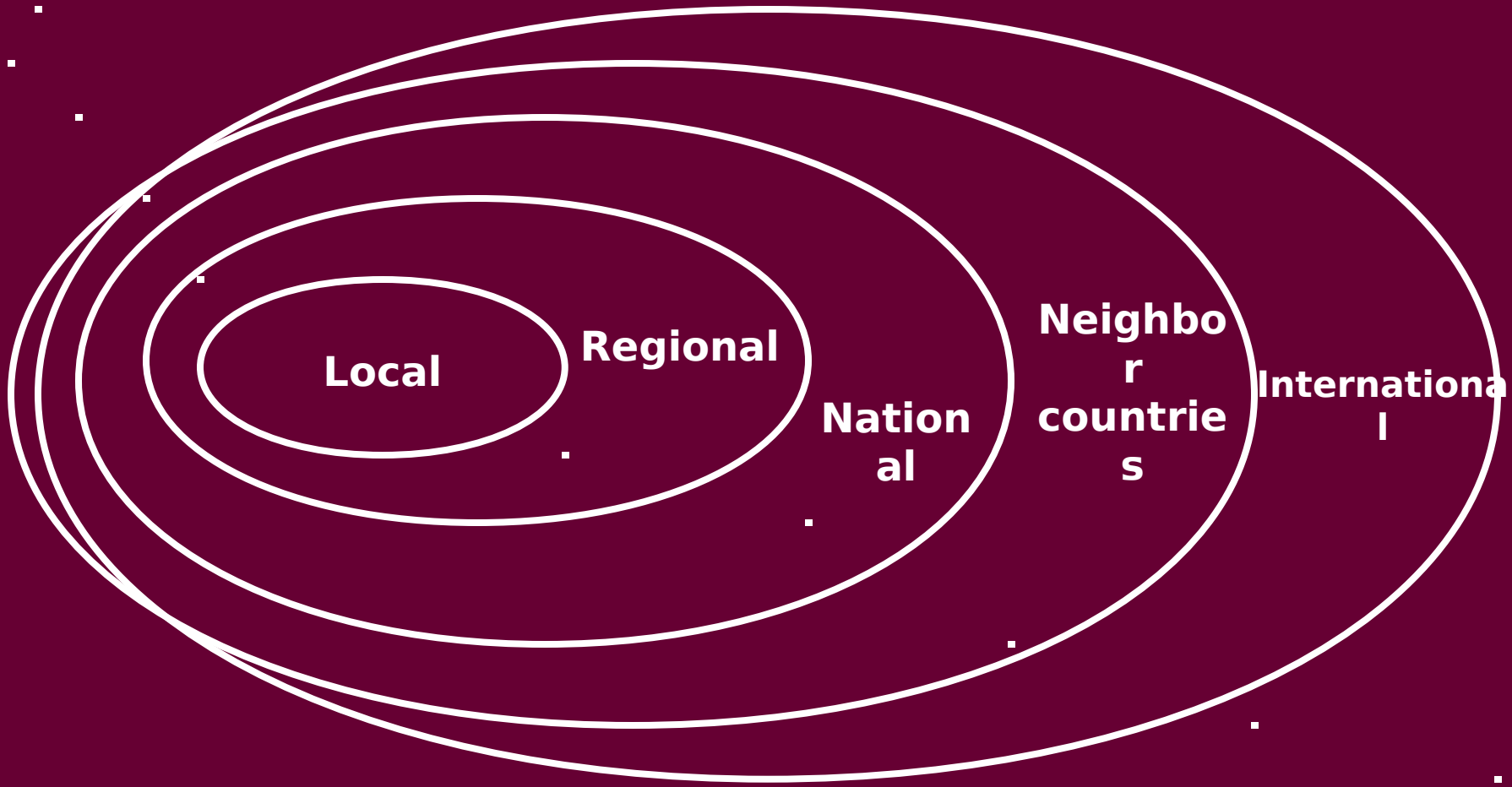
STAKEHOLDERS - BY LOCATION



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DEVELOPING AN ISSUE MANAGEMENT PLAN

ISSUE:	RESPONSIBILITY
Studies that must be completed before this issue can be resolved:	
Policy decisions that must be made before this issue can be resolved	
Informational materials that need to be developed to address this issue	
Other actions needed	

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ASSESSING LEVEL OF CONTROVERSY

ISSUE	Prior Controversy on same Issue		Tie-in to Another Major Issue/ Power Struggle		Significance to Major Stakeholders			Probable Level of Controversy		
	Yes	No	Yes	No	Low	Med.	High	Low	Med.	High

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WHY IDENTIFY THE DECISION-MAKER?

- Worst-case scenario: Work with public, achieve a consensus, but it is over-ruled by someone in Wash DC
- Ask the decision-makers who the critical constituencies are
- Get decision-maker to buy into the process design

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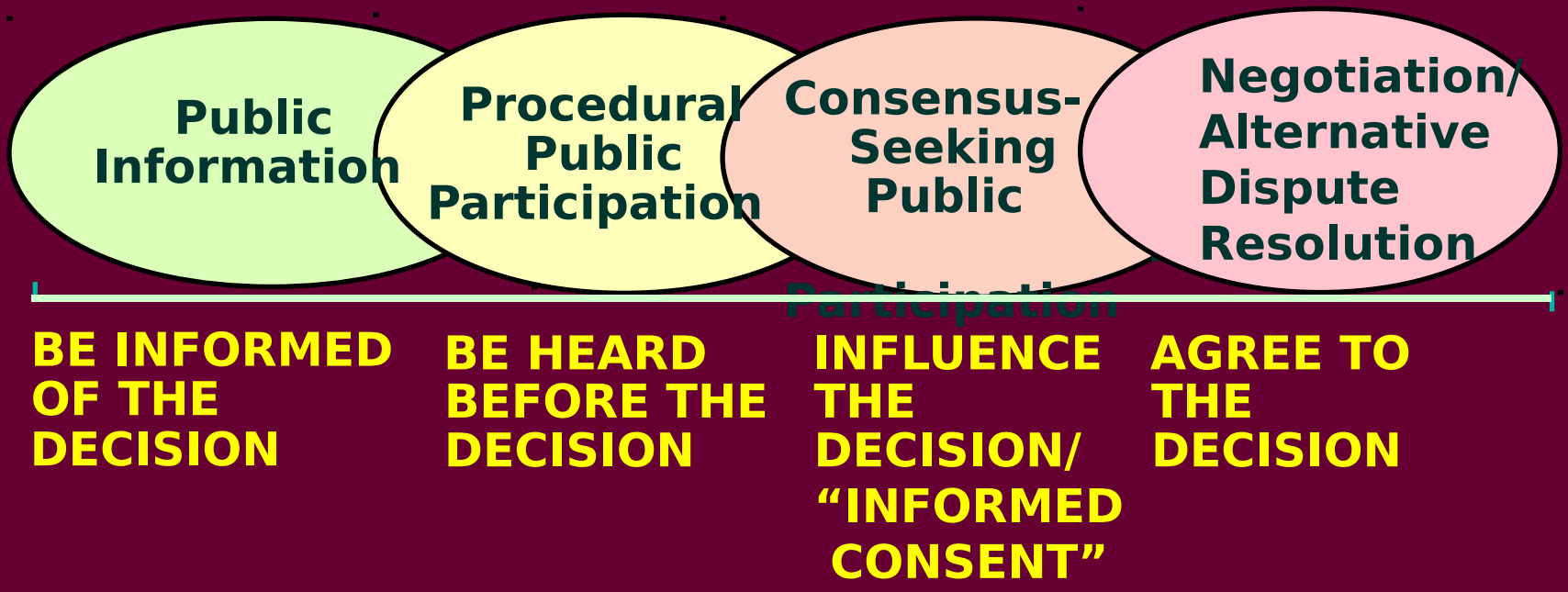
WHAT LEVEL OF PARTICIPATION IS NECESSARY FOR IMPLEMENTATION?



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THE SATISFACTION TRIANGLE

- People derive satisfaction from different aspects of participation:

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HOW MUCH POWER OVER THE PROCESS ARE YOU WILLING TO SHARE?

- How much control over the process you share depends on the “orbit”
- With co-decision makers: Your chances of achieving a mutually acceptable outcome are low unless you are willing to share control over the process

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HOW MUCH POWER OVER THE PROCESS ARE YOU WILLING TO SHARE?

With public groups:

- Do they bring something to the table [having to share power with someone you see as having less at stake breeds resentment?
- Do they commit up-front to finding a solution (or wait until you make a decision then tell you whether you guessed right or not)?
- Will they commit the time, resources or energy to be a full partner?

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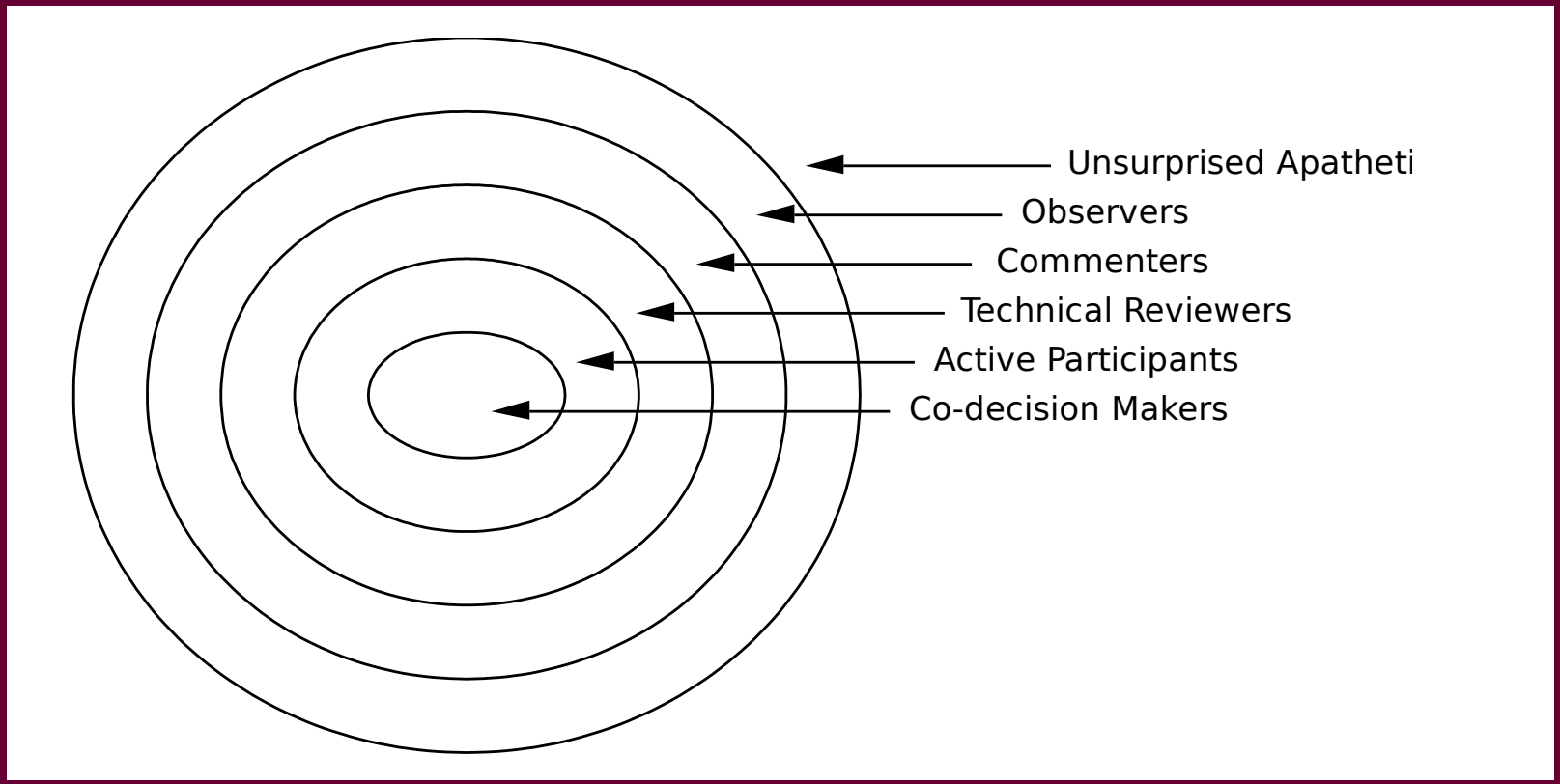
ORBITS OF PARTICIPATION



Key Issue: The closer to the center you are, the more influence you have on the decision, but the more time, energy and commitment of resources is required

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DIFFERENT ORBITS MAY REQUIRE DIFFERENTS LEVELS

ORBIT OF PARTICIPATION	LEVEL OF PARTICIPATION
Co-decision makers	Agree with the decision
Active participants	Substantial influence over outcome
Technical reviewers	Substantial influence over technical methodology
Commenters	Be heard before decision
Observers	Provided complete information
Unsurprised apathetics	Given sufficient information to decide whether to explore further

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TEAM ASSIGNMENT

- Complete instructions on page
- Conduct a PI Plan Appraisal for the case assigned to your team
- Agree on 2-3 major things you learned from doing the appraisal
- Instructor will facilitate a short IPR on your teams progress

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PI PLAN DESIGN

Identify the PI Plan design team

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Identify the steps in the decision making process, and the schedule for completion

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Identify involvement objectives for each

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Analyze the exchange of information that must take place to achieve the objectives

↓

Identify appropriate involvement techniques to meet these objectives

↓

Develop a plan integrating the

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WHO NEEDS TO BE INVOLVED IN THE PI PLAN DESIGN

- People/organizational units impacted by the decision or by open discussion of the topic.
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SCHEDULE BASED ON STEPS OF THE PLANNING PROCESS

STEPS OF THE PLANNING PROCESS	COMPLETION DATES
Specify problems and opportunities	
Inventory and forecast conditions	
Formulate alternative plans	
Evaluate effects of alternative plan	
Compare alternative plan	
Select recommended plan	10/30/03

Work back from end date

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IDENTIFY PUBLIC INVOLVEMENT OBJECTIVES

STEP OF THE PLANNING PROCESS	PUBLIC INVOLVEMENT OBJECTIVES
Specify problems and opportunities	
Inventory and forecast conditions	
Formulate alternative plans	
Evaluate effects of alternative plan	
Compare alternative plan	
Select recommended plan	

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Step in the Process	Possible Participation Objectives
Identifying Problems and Opportunities	Obtain a complete identification and understanding of how the problem(s) is viewed by all significant interests
	Agree on evaluation criteria and measures
Inventorying and Forecasting Conditions	Identify key assumptions of stakeholders about future conditions Get agreement on a set of scenarios that portray the range of probable future conditions
Formulating Alternatives	Get agreement that the set of alternatives that has been formulated captures the values orientations of the major stakeholders
Evaluating Alternative Plans	Develop a complete understanding of the impacts of the various alternatives, as viewed by the public Assess the relative merit assigned to alternatives by various interests
Comparing Alternative Plans	Determine which alternative would be the most acceptable
Selecting a Plan	Ensuring the stakeholders are informed on the basis for the decision

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INFORMATION EXCHANGE

Public participation objective:

Assess the relative merit assigned to alternatives by various interests.

To stakeholders	From stakeholders
• The technical feasibility of each alternative • Study results regarding the environmental, economic and social impact of each alternative	• What various sectors of the public like and dislike about each alternative • Relative ranking of alternatives by various groups • Perceptions about the environmental, economic and social impact of each

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TEAM EXERCISE

- Complete instructions are on page
- Complete the PI Plan Design for the case assigned to your team – stopping just before you get to selection of techniques
- Identify 2-3 major things you learned during the PI Plan Design
- Instructor will facilitate a short IPR on your team's progress

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